

# **Courts Administration Service**

**2014-15**

## **Report on Plans and Priorities**

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Honourable Peter MacKay, P.C., M.P.  
Minister of Justice and Attorney General of Canada

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# 2014-15

## ESTIMATES

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### PART III – Departmental Expenditure Plans: Reports on Plans and Priorities

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#### **Purpose**

Reports on Plans and Priorities (RPP) are individual expenditure plans for each department and agency. These reports provide increased levels of detail over a three-year period on an organization's main priorities by strategic outcome, program and planned/expected results, including links to related resource requirements presented in the Main Estimates. In conjunction with the Main Estimates, Reports on Plans and Priorities serve to inform members of Parliament on planned expenditures of departments and agencies, and support Parliament's consideration of supply bills. The RPPs are typically tabled soon after the Main Estimates by the President of the Treasury Board.

#### **Estimates Documents**

The Estimates are comprised of three parts:

Part I – Government Expenditure Plan – provides an overview of the Government's requirements and changes in estimated expenditures from previous fiscal years.

Part II – Main Estimates – supports the appropriation acts with detailed information on the estimated spending and authorities being sought by each federal organization requesting appropriations.

In accordance with Standing Orders of the House of Commons, Parts I and II must be tabled on or before March 1.

Part III – Departmental Expenditure Plans – consists of two components:

- Report on Plans and Priorities (RPP)
- Departmental Performance Report (DPR)

DPRs are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs.

The DPRs for the most recently completed fiscal year are tabled in the fall by the President of the Treasury Board.

Supplementary Estimates support Appropriation Acts presented later in the fiscal year. Supplementary Estimates present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or have subsequently been refined to account for developments in particular programs and services. Supplementary

Estimates also provide information on changes to expenditure forecasts of major statutory items as well as on such items as: transfers of funds between votes; debt deletion; loan guarantees; and new or increased grants.

For more information on the Estimates, please consult the [Treasury Board Secretariat website](#).<sup>1</sup>

## **Links to the Estimates**

As shown above, RPPs make up part of the Part III of the Estimates documents. Whereas Part II emphasizes the financial aspect of the Estimates, Part III focuses on financial and non-financial performance information, both from a planning and priorities standpoint (RPP), and an achievements and results perspective (DPR).

The Management Resources and Results Structure (MRRS) establishes a structure for display of financial information in the Estimates and reporting to Parliament via RPPs and DPRs. When displaying planned spending, RPPs rely on the Estimates as a basic source of financial information.

Main Estimates expenditure figures are based on the Annual Reference Level Update which is prepared in the fall. In comparison, planned spending found in RPPs includes the Estimates as well as any other amounts that have been approved through a Treasury Board submission up to February 1<sup>st</sup> (see Definitions section). This readjusting of the financial figures allows for a more up to date portrait of planned spending by program.

## **Changes to the presentation of the Report on Plans and Priorities**

Several changes have been made to the presentation of the RPP partially to respond to a number of requests – from the House of Commons Standing Committees on Public Accounts (PAC – [Report 15<sup>th</sup>](#)), in 2010; and on Government and Operations Estimates (OGGO – [Report 7<sup>th</sup>](#)), in 2012 – to provide more detailed financial and non-financial performance information about programs within RPPs and DPRs, thus improving the ease of their study to support appropriations approval.

- In Section II, financial, human resources and performance information is now presented at the program and sub-program levels for more granularity.
- The report's general format and terminology have been reviewed for clarity and consistency purposes.
- Other efforts aimed at making the report more intuitive and focused on Estimates information were made to strengthen alignment with the Main Estimates.

## **How to read this document**

RPPs are divided into four sections:

### **Section I: Organizational Expenditure Overview**

This Organizational Expenditure Overview allows the reader to get a general glance at the organization. It provides a description of the organization's purpose, as well as

basic financial and human resources information. This section opens with the new Organizational Profile, which displays general information about the department, including the names of the minister and the deputy head, the ministerial portfolio, the year the department was established, and the main legislative authorities. This subsection is followed by a new subsection entitled Organizational Context, which includes the *Raison d'être*, the Responsibilities, the Strategic Outcomes and Program Alignment Architecture, the Organizational Priorities and the Risk Analysis. This section ends with the Planned Expenditures, the Alignment to Government of Canada Outcomes, and the Estimates by Vote. It should be noted that this section does not display any non-financial performance information related to programs (see Section II).

## Section II: Analysis of Programs by Strategic Outcome

This Section provides detailed financial and non-financial performance information for strategic outcomes, programs and sub-programs. This section allows the reader to learn more about programs by reading their respective description and narrative entitled "Planning Highlights". This narrative speaks to key services or initiatives which support the plans and priorities presented in Section I; it also describes how performance information supports the department's strategic outcome or parent program.

## Section III: Supplementary Information

This section provides supporting information related to departmental plans and priorities. In this section, the reader will find future-oriented statement of operations and a link to supplementary information tables regarding transfer payments, as well as information related to the greening government operations, internal audits and evaluations, horizontal initiatives, user fees, major crown and transformational projects, and up-front multi-year funding, where applicable to individual organizations.

## Section IV: Organizational Contact Information

In this last section, the reader will have access to organizational contact information.

## **Definitions**

### *Appropriation*

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

### *Budgetary Vs. Non-budgetary Expenditures*

Budgetary expenditures – operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to crown corporations.

Non-budgetary expenditures – net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

### *Expected Result*

An outcome that a program is designed to achieve.

### *Full-Time Equivalent (FTE)*

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. FTEs are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

### *Government of Canada Outcomes*

A set of high-level objectives defined for the government as a whole.

### *Management Resources and Results Structure (MRRS)*

A common approach and structure to the collection, management and reporting of financial and non-financial performance information.

An MRRS provides detailed information on all departmental programs (e.g.: program costs, program expected results and their associated targets, how they align to the government's priorities and intended outcomes, etc.) and establishes the same structure for both internal decision making and external accountability.

### *Planned Spending*

For the purpose of the RPP, planned spending refers to those amounts for which a Treasury Board (TB) submission approval has been received by no later than February 1, 2014. This cut-off date differs from the Main Estimates process. Therefore, planned spending may include amounts incremental to planned expenditure levels presented in the 2014-15 Main Estimates.

### *Program*

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results, and that are treated as a budgetary unit.

### *Program Alignment Architecture*

A structured inventory of a department's programs, where programs are arranged in a hierarchical manner to depict the logical relationship between each program and the Strategic Outcome(s) to which they contribute.

### *Spending Areas*

Government of Canada categories of expenditures. There are four spending areas<sup>®</sup> (social affairs, economic affairs, international affairs and government affairs) each comprised of three to five Government of Canada outcomes.

### *Strategic Outcome*

A long-term and enduring benefit to Canadians that is linked to the department's mandate, vision and core functions.

*Sunset Program*

A time-limited program that does not have on-going funding or policy authority. When the program is set to expire, a decision must be made as to whether to continue the program. (In the case of a renewal, the decision specifies the scope, funding level and duration).

*Whole-of-Government Framework*

A map of the financial and non-financial contributions of federal organizations receiving appropriations that aligns their Programs to a set of high level outcome areas defined for the government as a whole.





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## Chief Administrator's Message

I am pleased to present the 2014-15 Report on Plans and Priorities for the Courts Administration Service (CAS).

This report outlines the organization's priorities in support of four separate and independent federal superior courts of record: the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.

The 2014-15 fiscal year will be filled with many important challenges. We will deploy all necessary efforts to maintain services, in an environment where the workload and the number of self represented litigants continue to increase.

We will pay particular attention to the enhancement of security measures essential to the exercise of judicial activities, as well as the implementation of an IT environment that is more responsive to the needs of the courts, their members, their clients and our employees. We will also focus on providing our employees with modern working tools and better training opportunities.

The needs are many and resources are limited. We will continue our efforts to reallocate internal resources and work with central agencies to define a new funding model for the organization, in order not to compromise access to justice, and as such safeguard judicial independence.

I invite you to read this report to learn more about CAS' plans and priorities for the 2014-15 fiscal year.



**Daniel Gosselin, FPCA, FCA**  
*Chief Administrator*



**Section I:**

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**ORGANIZATIONAL  
EXPENDITURE OVERVIEW**

## ***Organizational Profile***

**Minister:** Honourable Peter MacKay, P.C., M.P.

**Deputy Head:** Daniel Gosselin, Chief Administrator

**Ministerial Portfolio:** Minister of Justice and Attorney General of Canada

**Year Established:** 2003

**Main Legislative Authorities:** *Courts Administration Service Act.*<sup>9</sup>

## ***Organizational Context***

### **Raison d'être**

The Courts Administration Service (CAS) was established in 2003 with the coming into force of the *Courts Administration Service Act*. The role of CAS is to provide effective and efficient judicial, registry and corporate services to four superior courts of record – the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. The Act enhances judicial independence by placing administrative services at arm's length from the Government of Canada and enhances accountability for the use of public money.

### **Responsibilities**

CAS recognizes the independence of the courts in the conduct of their own affairs and aims to provide each court with quality and efficient administrative and registry services. Pursuant to section 2 of the Act, CAS is mandated to:

- Facilitate coordination and cooperation among the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court and the Tax Court of Canada for the purpose of ensuring the effective and efficient provision of administrative services;
- Enhance judicial independence by placing administrative services at arm's length from the Government of Canada and by affirming the roles of chief justices and judges in the management of the courts; and
- Enhance accountability for the use of public money in support of court administration while safeguarding the independence of the judiciary.

### **Judicial Independence**

Judicial independence is a cornerstone of the Canadian judicial system. Under the Constitution, the judiciary is separate from and independent of the executive and legislative branches of the Government of Canada. Judicial independence is a guarantee that judges will make decisions free of influence and based solely on fact and law. It has three components: security of tenure, financial security and administrative independence.

## Strategic Outcome and Program Alignment Architecture (PAA)

**1 Strategic Outcome:** The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada

**1.1 Program:** Judicial Services

**1.2 Program:** Registry Services

**Internal Services**

## Organizational Priorities

Priority	Type	Strategic Outcome
<b>Security</b> – Strengthen security for members of the courts, their users and employees.	Previously committed to	The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.
<b>Description</b>		
<p><b>Why is this a priority?</b></p> <ul style="list-style-type: none"> <li>• Appropriate security to advance the safe and secure operation of the courts is fundamental to the effective functioning of the Canadian justice system. As such, CAS must ensure that members of the courts, court users and employees are provided with adequate security and an environment free from fear and intimidation.</li> <li>• A comprehensive Threat and Risk Assessment (TRA) completed in 2013-14 established the security level required for the federal courts. CAS must address the issues raised by the assessment.</li> </ul> <p><b>What are the plans for meeting this priority?</b></p> <ul style="list-style-type: none"> <li>• Implement a comprehensive national security program on behalf of the four federal courts. This program will incorporate the results of the TRA and advance a standardized nationwide security approach to prevention, detection, response and recovery.</li> <li>• Continue to enhance security controls and response capability, harmonize security service delivery standards across Canada, and introduce more effective and efficient security technologies to the extent permitted by available resources.</li> <li>• Continue to refine its intelligence-led security strategies to better identify and assess potential security risks and ensure optimal application of security measures.</li> <li>• Review and reinforce plans to ensure continuity of court business in the event of disruption in operations.</li> <li>• Identify and secure additional funding.</li> </ul>		



Priority	Type	Strategic Outcome
<b>IM/IT</b> – Provide a robust, reliable and secure IM/IT infrastructure and modernize judicial support systems.	Previously committed to	The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.
<b>Description</b>		
<p><b>Why is this a priority?</b></p> <ul style="list-style-type: none"> <li>• The systems which support the judicial process are essential elements of the services offered by CAS to the courts. They include the Court and Registry Management System, electronic filing, electronic scanning, digital audio recording and videoconferencing. They enable the conduct of court operations, the management of court documents, and the provision of judicial and registry services to the courts and their users. However, CAS' existing technological systems used for managing court operations are obsolete, slow and unreliable. Courts and registry technology systems must facilitate timely and economical access to justice.</li> <li>• The courts and registry technology systems required are highly dependent on the IT infrastructure that supports them. It is imperative that CAS creates and maintains a secure, fast and reliable IT infrastructure which to base all of its increasingly vital technological services, and to meet the current and evolving needs of the courts. A robust and reliable IT infrastructure is essential to ensure the integrity and functionality of CAS' IT operations and to offer a secure platform for the implementation, integration, and enhancement of current and future technology-enabled solutions required to maintain and advance court operations.</li> <li>• CAS must raise the standards of the technological services provided to the members of the courts and eliminate unacceptable irritants impacting the judicial and registry operations across Canada.</li> </ul> <p><b>What are the plans for meeting this priority?</b></p> <ul style="list-style-type: none"> <li>• Develop and implement an IT Network Performance Roadmap with an Enterprise Architecture and Action Plan.</li> <li>• Continue to work closely with members of the four federal courts to identify other solutions to improve efficiency, client services and better serve the needs of the itinerant courts and their users.</li> <li>• Maintain and update legacy systems to ensure ongoing operations and address technological risks to the extent permitted by available resources.</li> <li>• Identify and secure additional funding.</li> </ul>		

Priority	Type	Strategic Outcome
<b>Long Term Financial Viability</b> – Ensure the long-term financial viability of the organization.	Previously committed to	The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.
<b>Description</b>		
<p><b>Why is this a priority?</b></p> <ul style="list-style-type: none"> <li>For several years, CAS has faced significant financial challenges which have affected its capacity to deliver its programs and to move forward on a number of essential initiatives. This financial reality has also led to serious program integrity issues, which were recognized but only partly addressed in the 2011 federal budget.</li> <li>To maintain the provision of core services to the four courts, CAS must ensure its long-term financial viability. CAS faces serious budget constraints attributable to several factors. Principal among these are:               <ul style="list-style-type: none"> <li>Approximately 80% of the non-salary operating and maintenance expenses for CAS are contracted costs for services to support the judicial process and court hearings. Since CAS is required under the Act to provide these services as directed by the judiciary, the related expenditures are essentially non-discretionary and limit the organization's financial flexibility;</li> <li>Increased workload and additional demands for court services;</li> <li>Support of additional judicial appointments with no corresponding ongoing source of funds;</li> <li>Various cost containment measures; and</li> <li>Inflationary pressures that erodes the value of CAS' operating and maintenance resources.</li> </ul> </li> </ul> <p><b>What are the plans for meeting this priority?</b></p> <ul style="list-style-type: none"> <li>Ensure CAS' long-term financial viability by working collaboratively with the courts and central agencies to develop a more sustainable funding model.</li> <li>Continue to manage and monitor closely its significant financial risks.</li> </ul>		

Priority	Type	Strategic Outcome
<b>Human Resources Management</b> – Support the needs of employees.	Previously committed to	The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.
<b>Description</b>		
<p><b>Why is this a priority?</b></p> <ul style="list-style-type: none"> <li>• While CAS' 2011 Public Service Employee Survey (PSES) results showed an overall improvement, it also highlighted areas requiring further attention.</li> <li>• Encouraging an efficient and affordable service-oriented people management approach focused on optimal use of talent will lead to effective support of CAS' programs and service delivery to the courts.</li> <li>• Maintaining a values-based workforce that is competent, productive and engaged, will attract, motivate and develop talented employees and effective leaders.</li> <li>• Investing in employee training and development with opportunities to lead, learn and innovate will foster a work environment that is conducive to high performance.</li> </ul> <p><b>What are the plans for meeting this priority?</b></p> <ul style="list-style-type: none"> <li>• Implement the CAS three-year PSES action plan to address concerns raised by employees.</li> <li>• Enhance communications between managers and employees, to enable employees to have a better understanding and knowledge of the challenges and priorities of the organization.</li> <li>• Strengthen its workforce by offering development opportunities to employees, implementing a new performance management program, and developing general competencies.</li> <li>• Ensure that succession planning for critical positions form an integral part of its integrated business/human resources planning strategy.</li> <li>• Develop a more coordinated and holistic approach to training.</li> </ul>		

## Risk Analysis

CAS consistently applies a comprehensive approach to identify, assess and manage risks in its operating environment. On an annual basis, CAS updates its Corporate Risk Profile (CRP) to capture key risks that may affect its ability to achieve expected results and deliver on its mandate. Risk management principles are integrated into corporate decisions and plans, and the effectiveness of mitigation strategies are monitored on a quarterly basis. These steps are integral to the ongoing enhancements being made to further CAS' approach to sound enterprise risk management.

In 2013-14, CAS conducted an environmental scan to begin the process of updating its 2014-15 CRP. The aim of the scan was to collate information on changes in the organization's risk environment to determine whether CAS continues to respond appropriately to the risks identified in its 2013-14 CRP and to ascertain the level of consultation required in the development of the 2014-15 CRP.

Based on the results of the environmental scan and the risk consultation undertaken to develop the profile, the first risk, Access to Justice, remained at approximately the same level of severity as was indicated in the CRP 2013-14, and the ratings of two of the four risks – Courts and Registry Information Technology System and Security – were slightly increased. The increases were largely due to external challenges beyond CAS' control including the critical need for program integrity funding and various cost containment measures imposed on CAS. Effective implementation of mitigation activities reduced CAS' exposure to its Information Management risk and allowed the assignment, management and oversight of this risk at the branch level.

The table below outlines the risks identified in the 2014-15 CRP in order of risk exposure and levels, and the linkages between each risk and the organizational strategic priorities. In 2014-15, CAS will continue to do everything within its control to mitigate those risks. However, progress is contingent on CAS' ability to secure additional resources to fund planned security and IT initiatives in support of its risk response strategies.

## Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
<p><b>Access to Justice –</b> There is a risk that the access to justice could be compromised by insufficient funding thereby challenging judicial independence.</p> <p><b>Link to Strategic Priority 3:</b> Long Term Financial Viability</p>	<ul style="list-style-type: none"> <li>✓ Maintain application for program integrity.</li> <li>✓ Continue discussions with the central agencies to identify appropriate mechanism to fund non-discretionary expenditures.</li> <li>✓ Conduct frequent reviews of expenditures, commitments and staffing action to rapidly identify pressures and to reallocate funding to ease the pressure on available resources.</li> </ul>	<p><b>Strategic Outcome –</b> The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.</p> <p><b>Programs –</b> Judicial Services and Registry Service</p>
<p><b>Courts and Registry Information Technology (IT) Systems –</b> There is a risk that the courts and registry information technology systems and infrastructure will be unable to meet the requirements of evolving technology and growth in program activities.</p> <p><b>Link to Strategic Priority 2:</b> IM/IT</p>	<ul style="list-style-type: none"> <li>✓ Develop and implement an IT network performance roadmap with an enterprise architecture and action plan to address IT infrastructure gaps. Elements of the plan will include:             <ul style="list-style-type: none"> <li>• Optimization of IT infrastructure;</li> <li>• Enhancements of network performance and reliability;</li> <li>• Improvements to email access, mobile Internet and electronic accessibility of documents;</li> <li>• Upgrade of computers; and</li> <li>• Upgrades to Windows and other critical software.</li> </ul> </li> </ul>	<p><b>Strategic Outcome –</b> The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.</p> <p><b>Programs –</b> Judicial Services and Registry Services</p>

Risk (Continued)	Risk Response Strategy (Continued)	Link to Program Alignment Architecture (Continued)
<p><b>Security</b> – There is a risk that security may be compromised.</p> <p><b>Link to Strategic Priority 1: Security</b></p>	<ul style="list-style-type: none"> <li>✓ Address accountability and funding issues identified.</li> <li>✓ Develop and implement a plan to address the findings of the 2013-14 Threat and Risk Assessment (TRA). Elements of the plan will include: <ul style="list-style-type: none"> <li>• Clarification of legislation and responsibilities for court security;</li> <li>• Reinforce security for members of the courts;</li> <li>• Establish a new model for Court Security Officer Service;</li> <li>• Implement a risk-based security approach;</li> <li>• Strengthen physical security measures;</li> <li>• Establish courts accommodation standards; and</li> <li>• Develop a new business continuity and disaster recovery plans.</li> </ul> </li> </ul>	<p><b>Strategic Outcome</b> – The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.</p> <p><b>Programs</b> – Judicial Services and Registry Services</p>

The first risk relates to the potential challenges that CAS may confront in supporting “Access to Justice”. This risk stems from a number of factors including the scope and complexity of federal courts system; the increasing demands on available resources; the potential impact of the increasing workload of the federal courts; the ongoing need to support Canada’s evolving fiscal objectives, government-wide rules and legislative changes. In 2014-15, CAS’ risk responses will include measures to address anticipated lapse in funding for key initiatives and to bolster internal program, policies, directives, standards and tools developed in support of the modernization of CAS security and information technology. Key mitigation measures will also include maintaining existing mechanisms in place to monitor the implementation of cost-savings measures. This includes early identification of any obstacles and ensuring ongoing dialogue with the Chief Justices and central agencies.



The second risk relates to the challenges with aligning the courts and registry information technology systems (including tools and processes) with CAS' operational requirements. This is necessary to ensure that CAS will be able to meet the needs of evolving technology, growth in program activities as well as current and future technology-enabled solutions. The risk is driven by factors such as, insufficient resources to finance important IT projects, the inability of current systems to meet the evolving needs of CAS programs, and increases in system integration requirements. In response to this risk, CAS will focus on striking an appropriate balance between the maintenance of existing legacy systems, investing in new systems and taking steps aimed at securing new funding. Mitigation strategies will also include the development of a CAS IT network performance roadmap which will address IT infrastructure gaps and offer an enterprise architecture approach and an action plan.

The third risk relates the challenges to fully meet the security requirements of the organization. This risk is driven partly by the lack of funding required to finance necessary security initiatives and the increase in the workload of the courts which is in part driven by the number of self-represented litigants and vexatious clients. CAS' response to this risk will include the implementation of programs to address the findings of the Threat and Risk Assessment completed in 2013, including clarification of issues of accountability/responsibility for court security and plans to address funding requirements in support of the development and implementation of court security programs. Mitigation strategies will also include the development of national court security standards and CAS' business continuity and disaster recovery plans.

### ***Planned Expenditures***

#### **Budgetary Financial Resources (Planned Spending – dollars)**

<b>2014-15 Main Estimates</b>	<b>2014-15 Planned Spending</b>	<b>2015-16 Planned Spending</b>	<b>2016-17 Planned Spending</b>
68,044,743	68,044,743	63,823,680	63,973,680

**Note:** The planned spending column reflects the amounts expected to be allocated to CAS in the Main Estimates for each fiscal year. In prior RPPs, planned spending amounts have included an estimate for payroll shortfall and related employee benefits plans. Payroll shortfall includes maternity and parental leave benefits, vacation credits payable upon termination of employment with the public service, and severance pay. Given the fluctuations in payroll shortfall amounts, they are completely excluded from planned spending. The financial resources for the implementation of Bill C-11, an Act to amend the *Immigration and Refugee Protection Act (Balanced Refugee Reform Act)* and the *Federal Courts Act* are included in the table above.

## Human Resources (Full-time equivalent – FTEs)

2014-15	2015-16	2016-17
628	606	606

**Note:** The human resources for the implementation of Bill C-11, an Act to amend the *Immigration and Refugee Protection Act (Balanced Refugee Reform Act)* and the *Federal Courts Act* are included in the table above. Also, 2014-15 represents the final year of funding related to Division 9 proceedings of the *Immigration and Refugee Protection Act (IRPA)* aimed at addressing challenges in the management of security inadmissibility cases, protecting classified information in immigration proceedings, and obtaining diplomatic assurances of safety for inadmissible individuals facing a risk of torture.

## Budgetary Planning Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome, Programs and Internal Services	2011-12 Expenditures	2012-13 Expenditures	2013-14 Forecast Spending	2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
Strategic Outcome: The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.							
Judicial Services	21,576,245	21,125,246	21,677,666	22,379,302	22,379,302	21,445,479	21,445,479
Registry Services	29,146,563	25,400,192	25,673,777	26,673,348	26,673,348	25,143,766	25,143,766
<b>Strategic Outcome Subtotal</b>	50,722,808	45,525,438	47,551,643	49,052,650	49,052,650	46,589,245	46,589,245
<b>Internal Services Subtotal</b>	22,499,604	19,058,769	22,500,096	18,992,093	18,992,093	17,234,435	17,384,435
<b>Total</b>	73,222,412	65,584,207	70,051,739	68,044,743	68,044,743	63,823,680	63,973,680



**Note:** The increase shown in internal services in the 2013-14 spending forecast is due in part to the option offered to many employees through collective agreements to convert severance pay entitlements into cash. The employee groups who exercised this option in 2013-14 fall principally into the internal services category. The second item causing the increase in internal services in the 2013-14 spending forecast is related to the centralized nature of internal services at CAS. IT and security spending which support the organization's core programs are charged to internal services. Expenditures in 2011-12 and 2012-13 as well as the 2013-14 forecast include payroll shortfall amounts. Payroll shortfall includes maternity and parental leave benefits, vacation credits payable upon termination of employment with the public service, and severance pay. Given the fluctuations in payroll shortfall amounts, they are excluded from planned spending.

### *Alignment to Government of Canada Outcomes*

2014-15 Planned Spending by Whole-of-Government-Framework Spending Area<sup>vi</sup> (dollars)

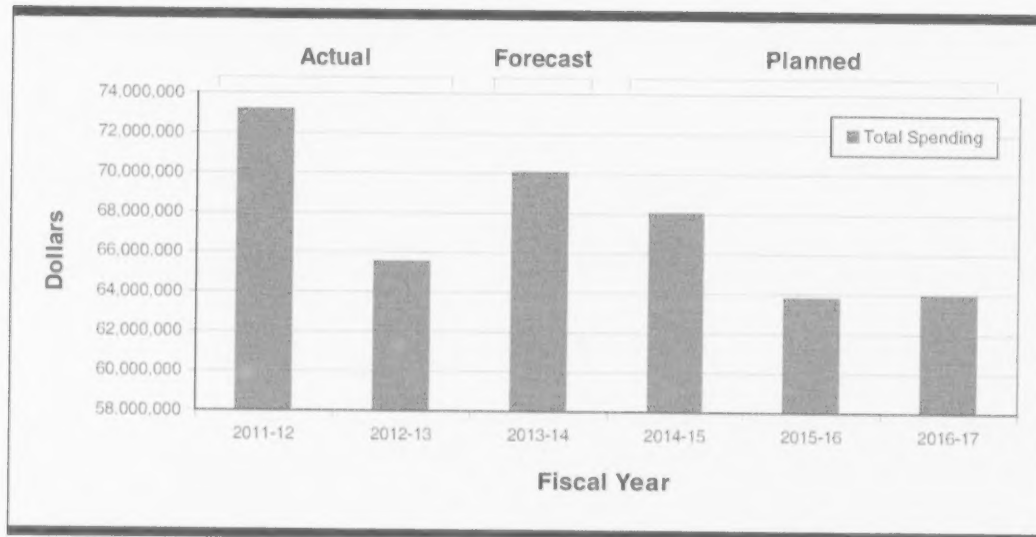
Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2014-15 Planned Spending
The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.	Judicial Services	Government Affairs	Strong and independent democratic institutions	22,379,302
	Registry Services	Government Affairs	Strong and independent democratic institutions	26,673,348

### *Total Planned Spending by Spending Area (dollars)*

Spending Area	Total Planned Spending
Economic Affairs	N/A
Social Affairs	N/A
International Affairs	N/A
Government Affairs	49,052,650

## Departmental Spending Trend

### Departmental Spending Trend Graph



#### Actual, Forecast and Planned Spending 2011-12 to 2016-17

**Note:** The above graph includes amounts related to payroll expenditures in the actual and forecast amounts only. Given the fluctuations in payroll shortfall amounts, they are excluded from planned spending.

The variations in spending seen in the chart are attributable to a series of factors which fall under two broad categories: CAS' responsibilities and cost containment measures.

In the first category, the significant level of actual spending in 2011-12 includes: payments to employees in relation to collective agreements signed in 2011; a major investment in information technology infrastructure to address rust-out issues, including the construction of a new data centre; and the provision in Budget 2011 for permanent program integrity funding for CAS to address some of its security concerns and to fund legislatively mandated judicial appointments.

In the second category, the factors related to government decisions include lump sum funding for collective agreements and existing employee benefits such as severance and maternity pay. One such example is the option offered to many employees to convert severance pay entitlements into cash; this represents the biggest single component in the 2011-12 increase in spending. Other factors affecting spending from year-to-year include various cost containment measures imposed on CAS.

There is an increase in forecasted spending in 2013-14 mainly due to the completion of severance liquidation payments, a carryforward for the completion of projects, salary increases as a result of collective agreements, and one judicial appointment made in 2013-14 for refugee reform under Bill C-11 for which expenditures are being incurred.

Planned spending decreases in 2015-16 are related to the expiration of funding related to Division 9 proceedings of the *Immigration and Refugee Protection Act (IRPA)* aimed at addressing challenges in the management of security inadmissibility cases, protection of classified information in immigration proceedings, and obtaining diplomatic assurances of safety for inadmissible individuals facing a risk of torture. Furthermore, funding for support of additional judicial appointments for refugee reform under Bill C-11 is included in the planned spending levels but is not available to CAS until these appointments are made.

### ***Estimates by Vote***

For information on the Courts Administration Service's organizational appropriations, please see the [2014-15 Main Estimates publication](#).<sup>vii</sup>

### ***Contribution to the Federal Sustainable Development Strategy (FSDS)***

Courts Administration Service also ensures that its decision-making process includes a consideration of the FSDS goals and targets through the strategic environmental assessment (SEA). An SEA for policy, plan or program proposals includes an analysis of the impacts of the proposal on the environment, including on the FSDS goals and targets. The results of SEAs are made public when an initiative is announced or approved, demonstrating that environmental factors were integrated into the decision-making process.



**Section II:**

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**ANALYSIS OF PROGRAMS BY  
STRATEGIC OUTCOME**

*Strategic Outcome: The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.*

### **Program 1.1: Judicial Services**

#### **Description:**

The Judicial Services program provides legal services and judicial administrative support to assist members of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada in the discharge of their judicial functions. These services are provided by legal counsels, judicial administrators, law clerks, jurilinguists, judicial assistants, library personnel and court attendants, under the direction of the four Chief Justices.

#### **Budgetary Financial Resources (dollars)**

<b>2014-15 Main Estimates</b>	<b>2014-15 Planned Spending</b>	<b>2015-16 Planned Spending</b>	<b>2016-17 Planned Spending</b>
22,379,302	22,379,302	21,445,479	21,445,479

#### **Human Resources (FTEs)**

<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
190	186	186

#### **Performance Measurement**

<b>Expected Results</b>	<b>Performance Indicators</b>	<b>Targets</b>	<b>Date to be Achieved</b>
Members of the courts have the legal services and administrative support they require to discharge their judicial functions.	% of final court decisions posted on the courts websites within established time-frames	95%	March 31, 2015

## Planning Highlights

CAS will provide key strategic management and legal advice to the four Chief Justices and other members of the courts. The services include support and legal advice to a number of court committees that facilitate dialogue among the courts, litigants and the public. These committees provide a forum for discussions on court practices and proposed amendments to court rules. Judicial Services will support an initiative to modernize the Federal Courts Rules and remove obstacles to the use of technology in court processes. Assistance will also be given to the members of the Tax Court of Canada Rules Committee on proposed amendments to the Tax Court of Canada Rules and subsequent implementation of the changes that are consequential to the amendments made to the Tax Court of Canada Act in June 2013.

The registries of the Federal Court of Appeal, the Federal Court and the Tax Court of Canada provide services to an increasing number of self-represented litigants that require assistance from Judicial Services regarding rules, procedures and documentation. Further, legal costs, time required for resolving disputes and other barriers to accessing the courts have also increased. To address this challenge, CAS will work with the courts to make more user-friendly information available on the courts' websites, and aim at developing self-service tools and options to assist self-represented litigants in becoming more self-reliant. CAS will also support the Federal Court of Appeal and the Federal Court with the review of the Federal Courts Rules to identify where simplification or clarification may be warranted. These initiatives will promote better access to justice and greater awareness of the courts.

To improve the efficiency and accessibility of court records and reduce ongoing storage and management cost, CAS will complete the implementation of the court records retention and digitization project. It will also collaborate on the Federal Court's pilot project, to develop an e-Court solution for lengthy trials involving a number of parties and thousands of documents. This project should yield resource savings for the Court and the parties as electronic access and quick e-search capability are expected to reduce the estimated document retrieval time.

## *Program 1.2: Registry Services*

### Description

Registry Services are delivered under the jurisdiction of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. The registries process legal documents, provide information to litigants on court procedures, maintain court records, participate in court hearings, support and assist in the enforcement of court orders, and work closely with the Offices of the four Chief Justices to ensure that matters are heard and decisions are rendered in a timely manner. Registry Services are offered in every province and territory through a network of permanent offices and agreements with provincial and territorial partners.



**Budgetary Financial Resources (dollars)**

<b>2014-15 Main Estimates</b>	<b>2014-15 Planned Spending</b>	<b>2015-16 Planned Spending</b>	<b>2016-17 Planned Spending</b>
26,673,348	26,673,348	25,143,766	25,143,766

**Human Resources (FTEs)**

<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
292	281	281

**Performance Measurement**

<b>Expected Results</b>	<b>Performance Indicators</b>	<b>Targets</b>	<b>Date to be Achieved</b>
Public has access to information regarding Courts' processes across Canada.	% of reviewed court documents that are processed accurately	95%	March 31, 2015

**Planning Highlights**

Registry services are critical for the efficient and effective delivery of justice by the courts. During the upcoming year, CAS will continue to allocate and reallocate its resources to meet the changing workload requirements and the essential needs of each court. The high variability in the number and duration of proceedings and hearings has a significant impact on the costs of court reporters, transcripts, simultaneous interpretation, video-conferencing, travel, contracted court registrars, ushers and translation. For example, the Tax Court of Canada has experienced consistent increases in caseload. The number of appeals and applications filed in the last two years exceeded the average of the last three years by 23%. Such increases directly impact registry operations and hearings and pose a significant financial risk for CAS. In addition, because of these increases, non-discretionary expenses are extremely difficult to manage within CAS' fixed reference levels. To address this concern, CAS will continue to monitor the number of proceedings and hearings as well as legislative and policy developments which may impact workloads and reallocate resources as required.



CAS will also continue to support a number of key initiatives to ensure the delivery of quality registry services to the courts. This includes the maintenance, development and implementation of the courts and registry technology systems which support the judicial process and are essential to the delivery of registry services. However, the current systems used by the courts are obsolete, inefficient and cannot integrate new functionalities such as e-filing and the automatic posting of decisions on court websites. Before significant progress can be made, CAS must identify funding for these important initiatives. In the interim, CAS must invest in the maintenance of its legacy systems to ensure the ongoing delivery of registry services..

Finally, CAS will also assist the courts in keeping current and improving their processes, procedures and directives to enhance client service nationwide. These updates will ensure the alignment of procedures and directives with changes introduced by new technology such as the Digital Audio Recording System and will be supported by operational training.

### ***Internal Services***

#### **Description:**

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

#### **Budgetary Financial Resources (dollars)**

<b>2014-15 Main Estimates</b>	<b>2014-15 Planned Spending</b>	<b>2015-16 Planned Spending</b>	<b>2016-17 Planned Spending</b>
18,992,093	18,992,093	17,234,435	17,384,435

#### **Human Resources (FTEs)**

<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
146	139	139

## Planning Highlights

Providing adequate security for members of the courts, their users and employees will remain a top priority for CAS. Emphasis will be placed on addressing the findings of the Security Threat and Risk Assessment completed in the previous fiscal year. In addition, the courts and registry technology systems that support the judicial process are highly dependent on the IT infrastructure that supports them. As such, CAS will continue to upgrade its network architecture and technologies to improve the system and applications usability, reliability and security. Enhancements will also be made to improve mobile and remote connections across Canada, as well as the functionality and performance of critical software. This will ensure that members of the courts and employees are provided with current versions of software and will facilitate technology integration. The development and implementation a new Court and Registry Management System also remains a priority for CAS. However, several significant financial and operational challenges must still be overcome before these projects can proceed.

During the period covered by this report, CAS will also focus on enhancing communications between management and employees, strengthening its workforce by offering development opportunities, implementing a new performance management program, developing general competencies and introducing a more coordinated approach to training. These initiatives will lead to better support for employees and help maximize their contribution and engagement.

To advance on these initiatives, CAS must continue to manage and monitor closely its significant financial risk and work with central agencies to identify and secure appropriate funding. In addition, given CAS' program integrity issues, no contingency resources are available to deal with the financial risk associated with an increase in the volume or complexity of hearings or an increase in overall court workload. As these expenditures are beyond the control of CAS and possibilities for reallocation have been exhausted, any major unanticipated requirements will compel CAS to seek additional funding over and above the requirements for security and IT.

**Section III:**

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**SUPPLEMENTARY INFORMATION**

### Future-Oriented Statement of Operations

The future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of the Courts Administration Service's operations. The forecasted financial information on expenses and revenues are prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented statement of operations is prepared on an accrual accounting basis and the forecast and planned spending amounts presented in other sections of this report are prepared on an expenditure basis, amounts will differ.

A more detailed future-oriented statement of operations and associated notes<sup>viii</sup>, including a reconciliation of the net costs of operations to the requested authorities, can be found on the Courts Administration Service's website.

#### Future-Oriented Condensed Statement of Operations For the Year Ended March 31 (dollars)

Financial information	Estimated Results 2013-14	Planned Results 2014-15	Change
Total expenses	98,982,225	97,694,644	(1,287,581)
Total revenues	2,774	2,774	0
Net cost of operations	98,979,451	97,691,870	(1,287,581)

Estimated and planned results were determined based on an analysis of actual expenditures, results of internal forecasting exercises and prior year trends, and the use of professional judgment. With all assumptions, there is a measure of uncertainty surrounding them. This uncertainty increases as the forecast horizon extends.

The Courts Administration Service's total expenses are estimated to decrease from \$98,982,225 in 2013-14 to \$97,694,644 in 2014-15, a variance of \$1,287,581 (-1.3%). The two major categories of expenses are salary and employee benefit and operating expenses.

- *Salary and employee benefit expenses:* Salary and employee benefit expenses are estimated to decrease slightly from \$54,735,755 in 2013-14 to \$54,673,189 in 2014-15, a variance of \$62,566 (-0.1%). Over half of the Courts Administration Service's total expenses consist of salaries and employee benefits (55% of total expenses in 2013-14 and 56% of total expenses in 2014-15).

- *Operating expenses:* Operating expenses are estimated to decrease from \$44,246,470 in 2013-14 to \$43,021,455, a variance of \$1,225,015 (-2.8%). This variance is attributable to decreases of \$824,363 in machinery and equipment and \$783,637 in accommodations, offset by other minor variances totalling \$382,985

The Courts Administration Service's total revenues are estimated to be \$2,774 in both 2013-14 and 2014-15. The majority of the Courts Administration Service's revenues are earned on behalf of Government (i.e., non-respendable revenues). The total revenues figure presented in the above table is net of these non-respendable revenues. Further details on the Courts Administration Service's non-respendable revenues can be found in the detailed future-oriented statement of operations and associated notes.

### ***List of Supplementary Information Tables***

The supplementary information tables<sup>ix</sup> listed in the 2014-15 Report on Plans and Priorities can be found on the Courts Administration Service's website.

- Greening Government Operations; and
- Upcoming Internal Audits and Evaluations over the next three fiscal years.



**Section IV:**

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**ORGANIZATIONAL CONTACT  
INFORMATION**

### Additional Information

Further information on the strategic planning portion of this document can be obtained by contacting:

*Director, Corporate Secretariat*

Courts Administration Service

Ottawa, Ontario

K1A 0H9

[Info@cas-satj.gc.ca](mailto:Info@cas-satj.gc.ca)

Further information on the financial portion of this document can be obtained by contacting:

*Director General, Finance and Contracting Services*

Courts Administration Service

Ottawa, Ontario

K1A 0H9

[Info@cas-satj.gc.ca](mailto:Info@cas-satj.gc.ca)

## Endnotes

- i. *Treasury Board Secretariat Estimates Publications and Appropriation Acts:* <http://tbs-sct.gc.ca/cms-sgd/esp-pbc/esp-pbc-eng.asp>.
- ii. Selected Departmental Performance Reports for 2008-2009 – Department of Industry, Department of Transport. Report of the Standing Committee on Public Accounts, September 2010: <http://www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&Parl=40&Ses=3&Language=E&DocId=4653561&File=0>.
- iii. Strengthening Parliamentary Scrutiny of Estimates and Supply. Report of the Standing Committee on Government and Operations Estimates, June 2012: <http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5690996&Language=E&Mode=1&Parl=41&Ses=1>.
- iv. Whole-of-government framework, <http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx>
- v. *Courts Administration Service Act:* <http://laws.justice.gc.ca/eng/acts/C-45.5/page-1.html>
- vi. Whole-of-Government-Framework Spending Area: <http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx>
- vii. 2014-15 Main Estimates, <http://www.tbs-sct.gc.ca/cms-sgd/esp-pbc/esp-pbc-eng.asp>
- viii. Future-Oriented Statement of Operations and Associated Notes: [http://cas-ncr-nter03.cas-satj.gc.ca/portal/page/portal/CAS/RPP\\_eng/ffs-cfp-2014-15\\_eng](http://cas-ncr-nter03.cas-satj.gc.ca/portal/page/portal/CAS/RPP_eng/ffs-cfp-2014-15_eng)
- ix. Supplementary Information Tables: [http://cas-ncr-nter03.cas-satj.gc.ca/portal/page/portal/CAS/RPP\\_eng/st-ts-2014-15\\_eng](http://cas-ncr-nter03.cas-satj.gc.ca/portal/page/portal/CAS/RPP_eng/st-ts-2014-15_eng)